

**Dattner Consulting**

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# Sample Department

## Department Survey

### **360-Degree Feedback Report**

1/2/2024

# About This Report

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This multi-rater survey is designed to assist your department in assessing and developing its effectiveness. As an aggregated report of the perceptions of the members of the department, it is intended to:

- Help your department identify its strengths and areas for improvement
- Enable the leaders of the department to better understand collective perspectives
- Serve as a quantitative baseline for the department's progress over time
- Catalyze constructive discussions about how the department can be more effective
- Demonstrate that the department is open to feedback and committed to continuous improvement

## Rating Scale

The rating scale shown below was used in scoring quantitative feedback.

Scale Option	Assigned Value
n/a	---
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

## Response Summary

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

Rater Type	Nominated	Responded	Response Rate
Managers	2	1	50%
Staff	3	2	67%
Total	5	3	60%

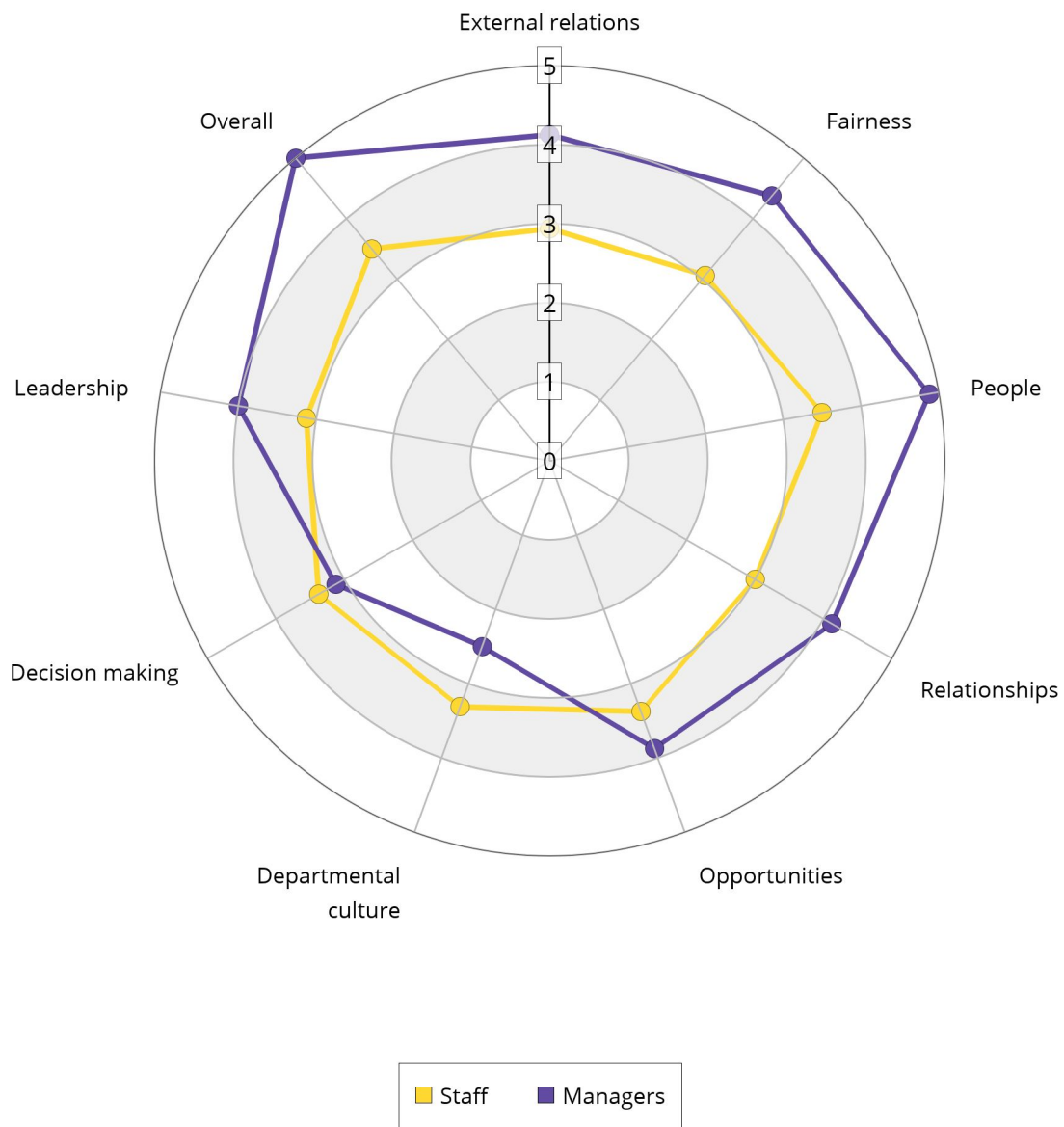
## Raters Nominated to Participate

The individuals listed below were nominated to provide you feedback.

#	Rater Name	Rater Relationship
1.	One, Manager	Managers
2.	Two, Manager	Managers
3.	One, Staff	Staff
4.	Three, Staff	Staff
5.	Two, Staff	Staff

# Department Competency Profile

The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' ratings of an organization. More favorable scores fall toward the outside of the chart.

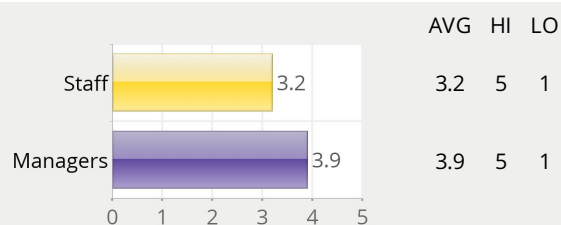


# Competency Summary

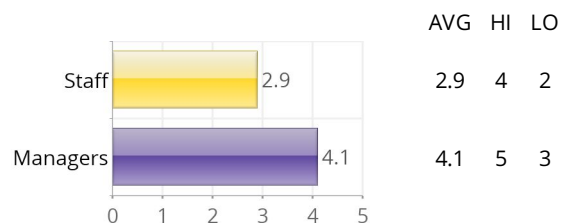
Summary of all competency groups sorted by Rater group.

## Overall Score: 3.5 out of 5

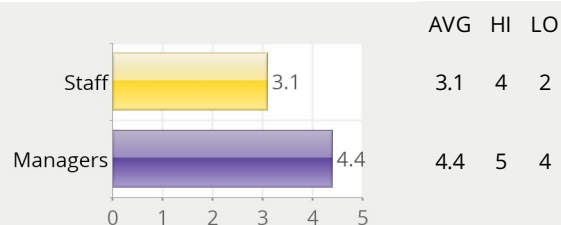
Aggregate score for all competencies in the review.



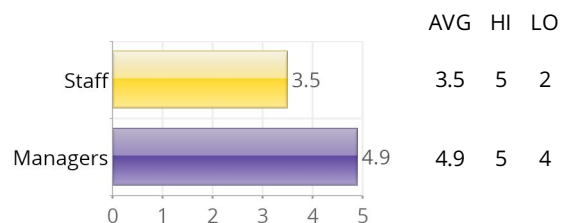
## External relations



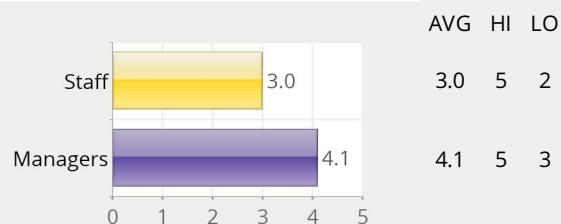
## Fairness



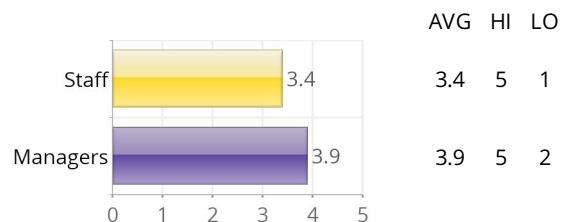
## People



## Relationships



## Opportunities



# Competency Summary (continued)

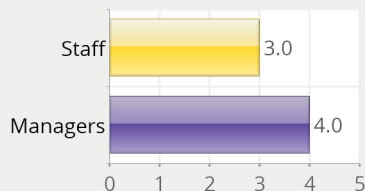


# Individual Survey Items

Graphs below show ratings on each survey item, sorted by Rater Group

## External relations

1. This department is attentive to the needs of its clients



AVG HI LO N

3.0 4 2 2

4.0 4 4 1

2. Our clients are satisfied with the value that we provide



AVG HI LO N

3.0 3 3 2

4.0 4 4 1

3. This department tends to ignore or discount feedback from clients (Reverse Scored Item)



AVG HI LO N

3.0 3 3 2

4.0 4 4 1

4. Other departments have an easy time collaborating with us

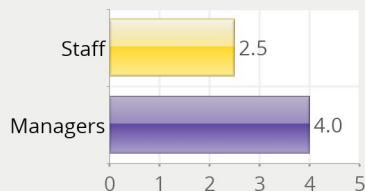


AVG HI LO N

3.0 4 2 2

4.0 4 4 1

5. We treat all sizes and kinds of customers with a high and consistent level of respect

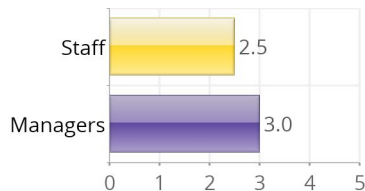


AVG HI LO N

2.5 3 2 2

4.0 4 4 1

6. This department has too many critics who would like to see us fail (Reverse Scored Item)



AVG HI LO N

2.5 3 2 2

3.0 3 3 1

# Individual Survey Items (continued)

7. This department has a good reputation



AVG HI LO N

3.0 3 3 2

5.0 5 5 1

8. This department gives back to its community and society in general



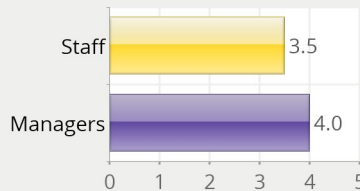
AVG HI LO N

3.5 4 3 2

5.0 5 5 1

## Fairness

9. This department strives to be as fair as possible

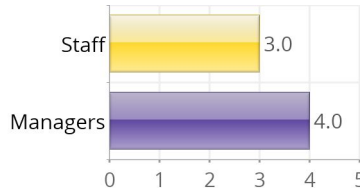


AVG HI LO N

3.5 4 3 2

4.0 4 4 1

10. People get promoted based on merit and performance

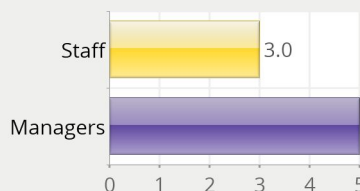


AVG HI LO N

3.0 3 3 2

4.0 4 4 1

11. Credit and blame are not assigned fairly in this department (Reverse Scored Item)

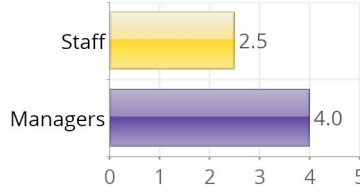


AVG HI LO N

3.0 3 3 2

5.0 5 5 1

12. I feel fairly compensated for the work that I do



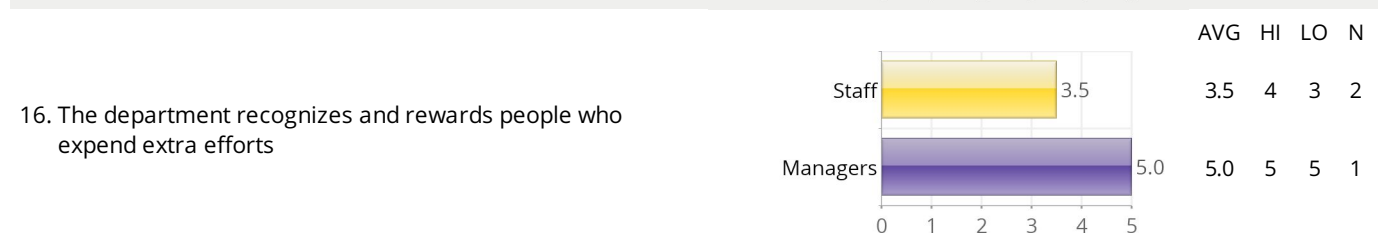
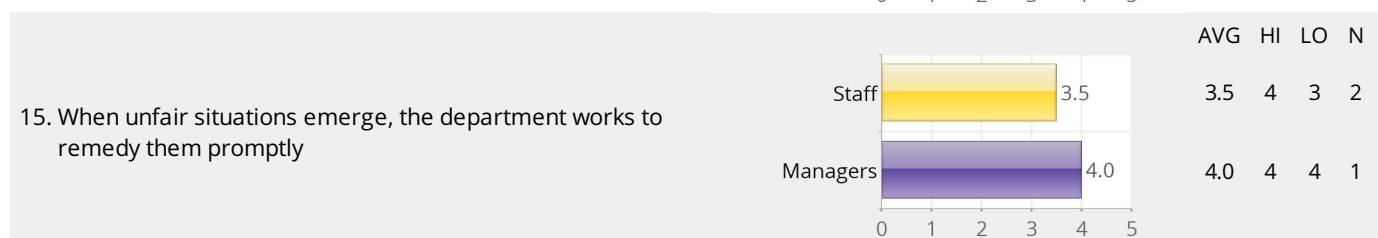
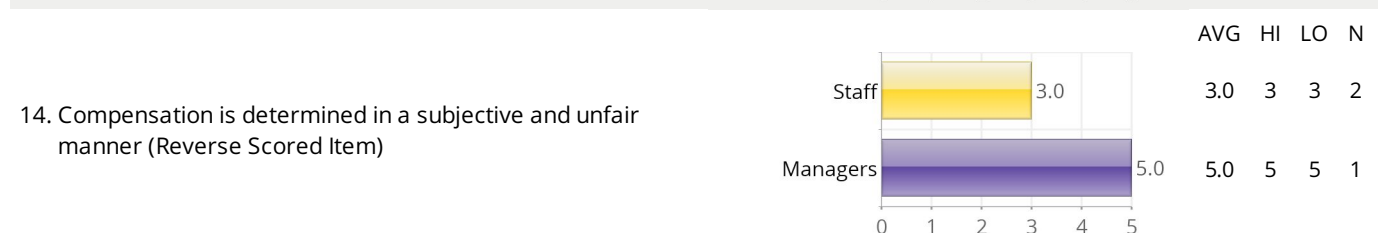
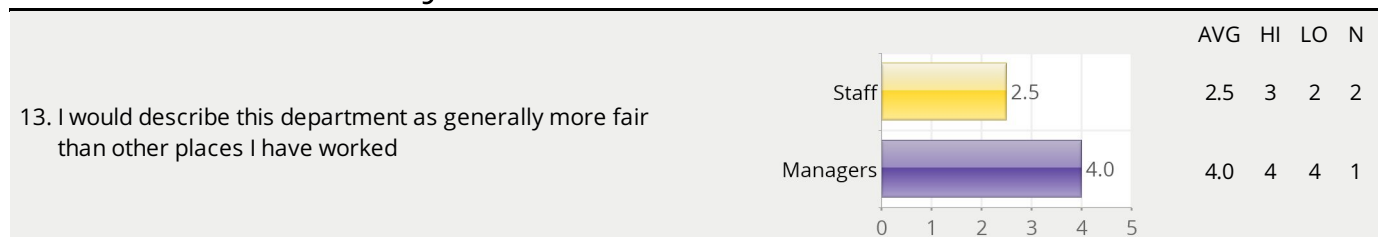
AVG HI LO N

2.5 3 2 2

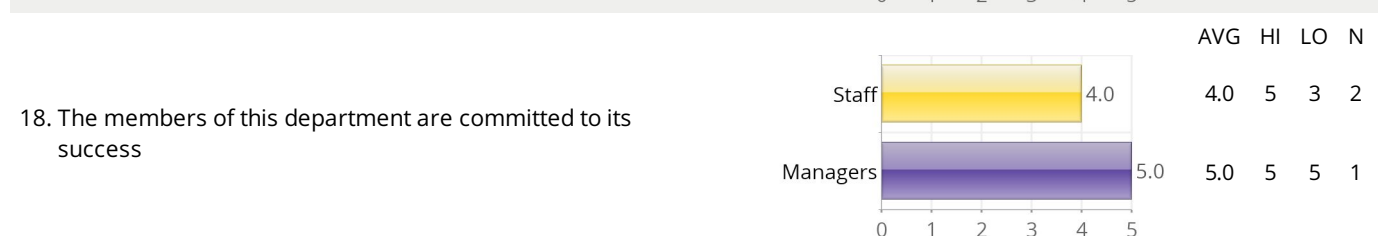
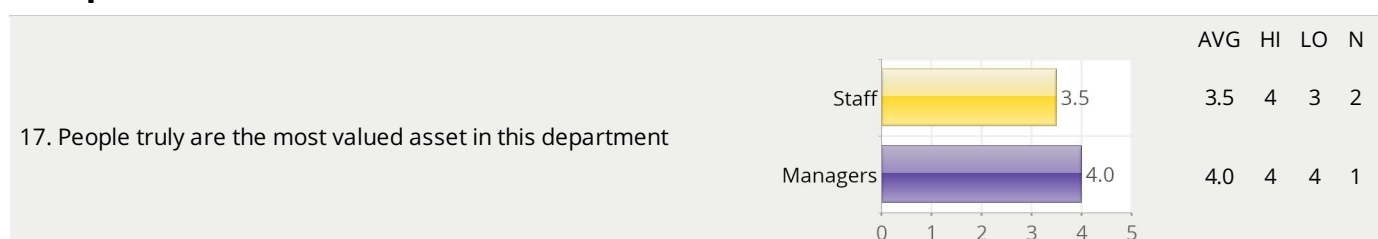
4.0 4 4 1



# Individual Survey Items (continued)



## People



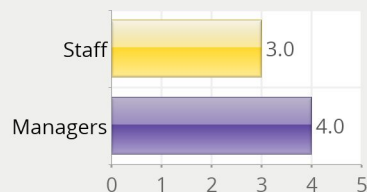
# Individual Survey Items (continued)

19. There are too many people working in this department who are poor performers (Reverse Scored Item)	A horizontal bar chart with a scale from 0 to 5. The 'Staff' bar is yellow and extends to 2.0. The 'Managers' bar is purple and extends to 5.0.	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>2.0</td><td>2</td><td>2</td><td>2</td></tr><tr><td>5.0</td><td>5</td><td>5</td><td>1</td></tr></table>	AVG	HI	LO	N	2.0	2	2	2	5.0	5	5	1
AVG	HI	LO	N											
2.0	2	2	2											
5.0	5	5	1											
20. This department is able to recruit and retain talented people	A horizontal bar chart with a scale from 0 to 5. The 'Staff' bar is yellow and extends to 4.0. The 'Managers' bar is purple and extends to 5.0.	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>4.0</td><td>4</td><td>4</td><td>2</td></tr><tr><td>5.0</td><td>5</td><td>5</td><td>1</td></tr></table>	AVG	HI	LO	N	4.0	4	4	2	5.0	5	5	1
AVG	HI	LO	N											
4.0	4	4	2											
5.0	5	5	1											
21. I am positively challenged by, and learn from, the people I work with	A horizontal bar chart with a scale from 0 to 5. The 'Staff' bar is yellow and extends to 4.0. The 'Managers' bar is purple and extends to 5.0.	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>4.0</td><td>4</td><td>4</td><td>2</td></tr><tr><td>5.0</td><td>5</td><td>5</td><td>1</td></tr></table>	AVG	HI	LO	N	4.0	4	4	2	5.0	5	5	1
AVG	HI	LO	N											
4.0	4	4	2											
5.0	5	5	1											
22. I do not trust many of the people that I work with (Reverse Scored Item)	A horizontal bar chart with a scale from 0 to 5. The 'Staff' bar is yellow and extends to 2.5. The 'Managers' bar is purple and extends to 5.0.	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>2.5</td><td>3</td><td>2</td><td>2</td></tr><tr><td>5.0</td><td>5</td><td>5</td><td>1</td></tr></table>	AVG	HI	LO	N	2.5	3	2	2	5.0	5	5	1
AVG	HI	LO	N											
2.5	3	2	2											
5.0	5	5	1											
23. When people disagree with one another, they do so in a constructive and respectful manner	A horizontal bar chart with a scale from 0 to 5. The 'Staff' bar is yellow and extends to 4.0. The 'Managers' bar is purple and extends to 5.0.	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>4.0</td><td>4</td><td>4</td><td>2</td></tr><tr><td>5.0</td><td>5</td><td>5</td><td>1</td></tr></table>	AVG	HI	LO	N	4.0	4	4	2	5.0	5	5	1
AVG	HI	LO	N											
4.0	4	4	2											
5.0	5	5	1											
24. Other organizations try to recruit people who have been trained here	A horizontal bar chart with a scale from 0 to 5. The 'Staff' bar is yellow and extends to 4.0. The 'Managers' bar is purple and extends to 5.0.	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>4.0</td><td>4</td><td>4</td><td>2</td></tr><tr><td>5.0</td><td>5</td><td>5</td><td>1</td></tr></table>	AVG	HI	LO	N	4.0	4	4	2	5.0	5	5	1
AVG	HI	LO	N											
4.0	4	4	2											
5.0	5	5	1											

# Individual Survey Items (continued)

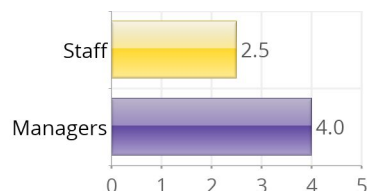
## Relationships

25. Most people in this department get along well with one another



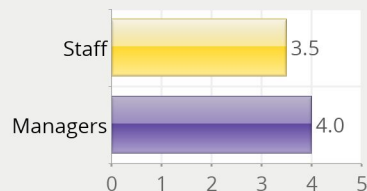
AVG	HI	LO	N
3.0	4	2	2
4.0	4	4	1

26. People in this department return each others' phone calls as promptly as possible



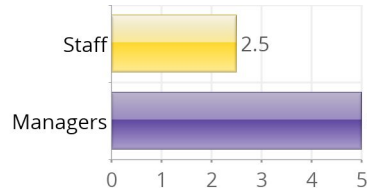
AVG	HI	LO	N
2.5	3	2	2
4.0	4	4	1

27. There are long-running, dysfunctional feuds in this department (Reverse Scored Item)



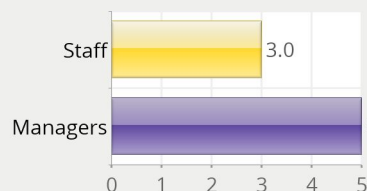
AVG	HI	LO	N
3.5	4	3	2
4.0	4	4	1

28. I have become friendly and socialize with the people that I work with



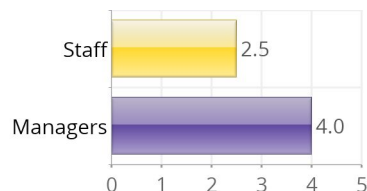
AVG	HI	LO	N
2.5	3	2	2
5.0	5	5	1

29. Members of this department admit mistakes, apologize, and share learnings with one another



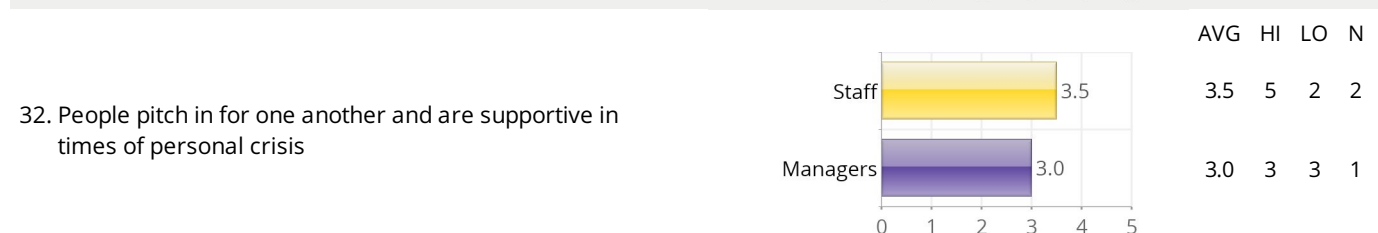
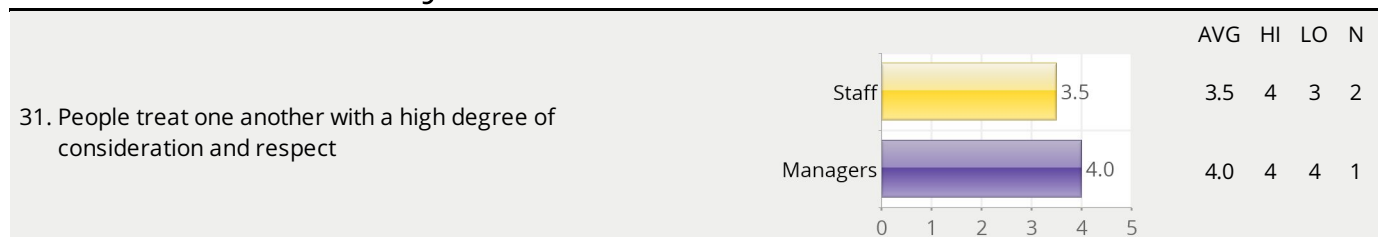
AVG	HI	LO	N
3.0	4	2	2
5.0	5	5	1

30. There is a high degree of internal conflict and discord in this department (Reverse Scored Item)

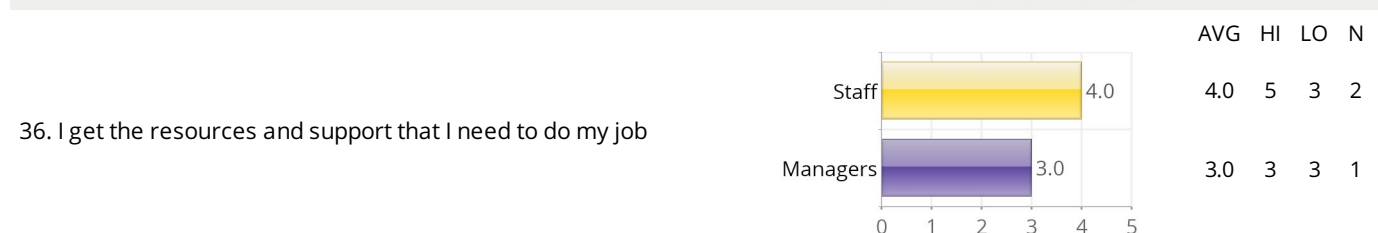
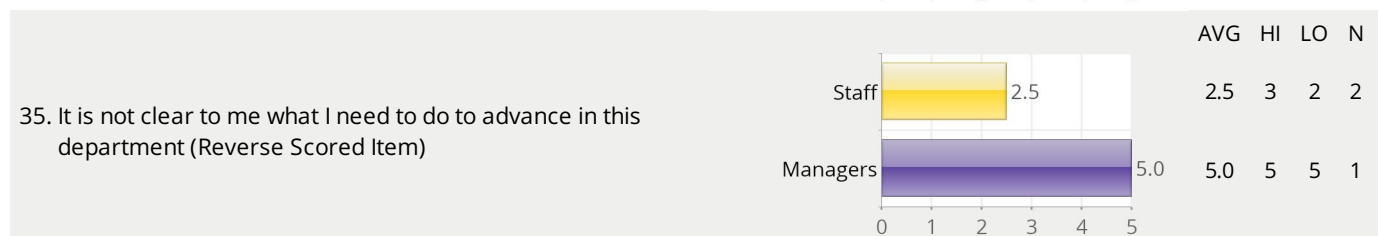
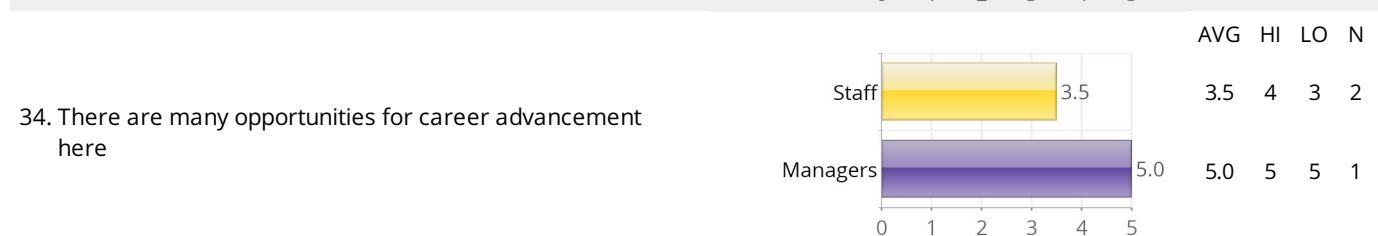
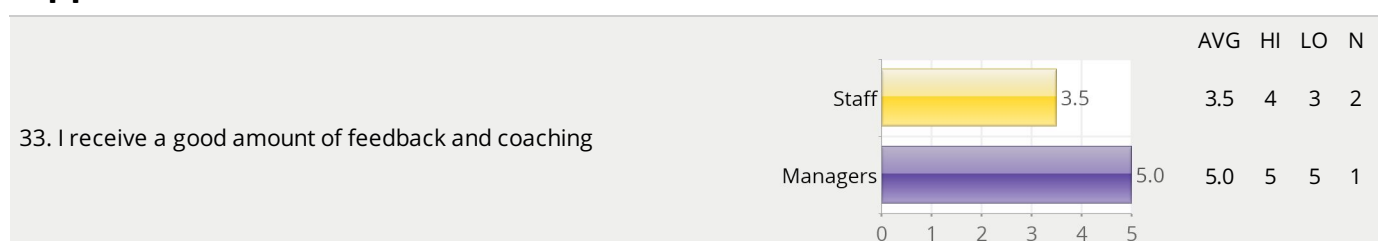


AVG	HI	LO	N
2.5	3	2	2
4.0	4	4	1

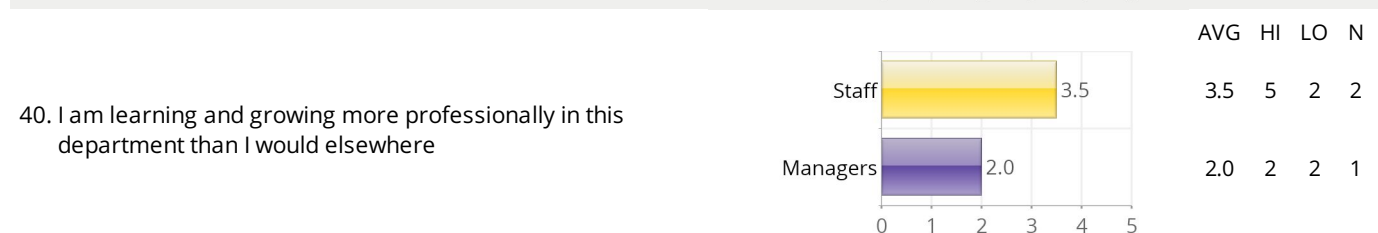
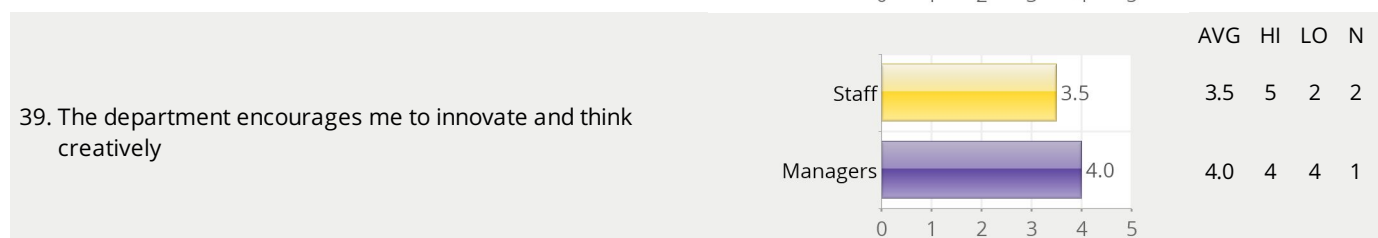
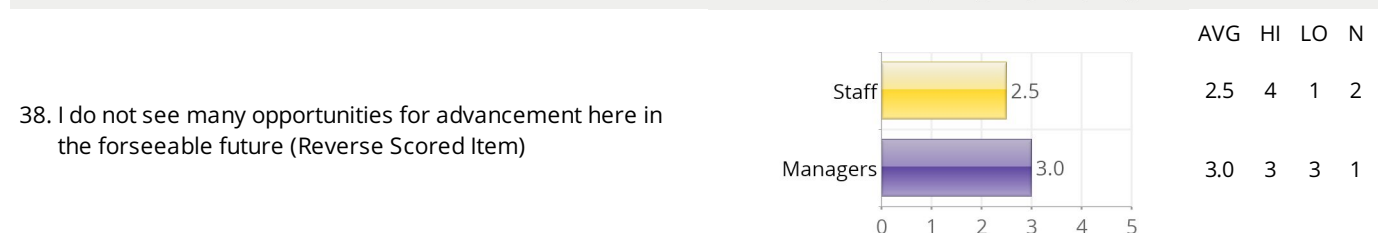
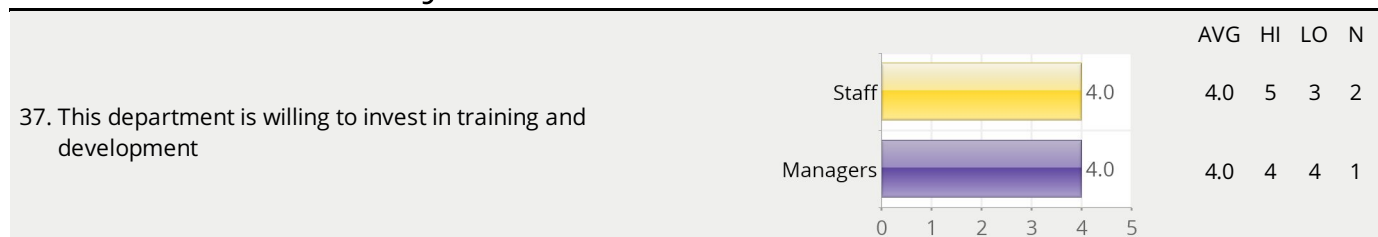
# Individual Survey Items (continued)



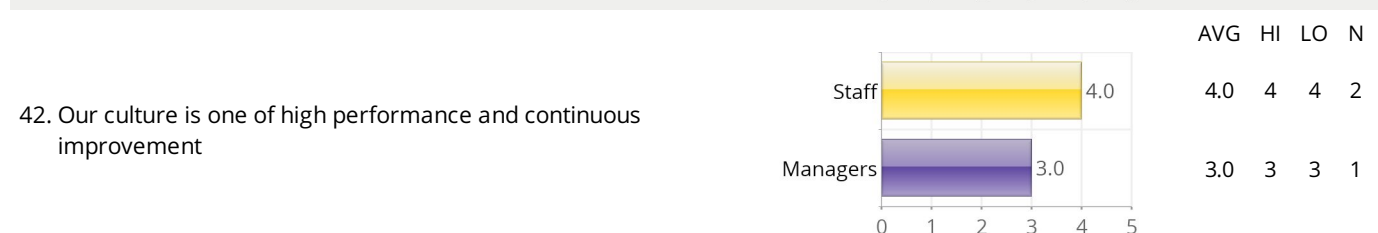
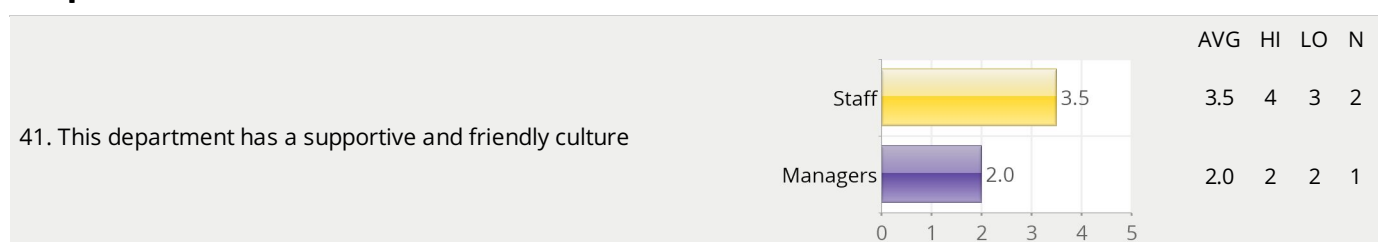
## Opportunities



# Individual Survey Items (continued)



## Departmental culture



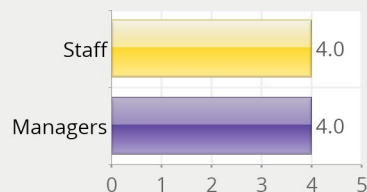
# Individual Survey Items (continued)

43. This department suffers from too much organizational politics (Reverse Scored Item)	<table><tr><td>Staff</td><td>2.5</td></tr><tr><td>Managers</td><td>2.0</td></tr></table>	Staff	2.5	Managers	2.0	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>2.5</td><td>3</td><td>2</td><td>2</td></tr><tr><td>2.0</td><td>2</td><td>2</td><td>1</td></tr></table>	AVG	HI	LO	N	2.5	3	2	2	2.0	2	2	1
Staff	2.5																	
Managers	2.0																	
AVG	HI	LO	N															
2.5	3	2	2															
2.0	2	2	1															
44. The department's culture has changed in order to meet new challenges	<table><tr><td>Staff</td><td>3.0</td></tr><tr><td>Managers</td><td>3.0</td></tr></table>	Staff	3.0	Managers	3.0	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>3.0</td><td>3</td><td>3</td><td>2</td></tr><tr><td>3.0</td><td>3</td><td>3</td><td>1</td></tr></table>	AVG	HI	LO	N	3.0	3	3	2	3.0	3	3	1
Staff	3.0																	
Managers	3.0																	
AVG	HI	LO	N															
3.0	3	3	2															
3.0	3	3	1															
45. This department embraces diversity and fosters an inclusive environment	<table><tr><td>Staff</td><td>3.0</td></tr><tr><td>Managers</td><td>2.0</td></tr></table>	Staff	3.0	Managers	2.0	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>3.0</td><td>3</td><td>3</td><td>2</td></tr><tr><td>2.0</td><td>2</td><td>2</td><td>1</td></tr></table>	AVG	HI	LO	N	3.0	3	3	2	2.0	2	2	1
Staff	3.0																	
Managers	2.0																	
AVG	HI	LO	N															
3.0	3	3	2															
2.0	2	2	1															
46. There are often elephants in the room and tensions and conflicts that do not get surfaced or resolved (Reverse Scored Item)	<table><tr><td>Staff</td><td>2.5</td></tr><tr><td>Managers</td><td>2.0</td></tr></table>	Staff	2.5	Managers	2.0	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>2.5</td><td>3</td><td>2</td><td>2</td></tr><tr><td>2.0</td><td>2</td><td>2</td><td>1</td></tr></table>	AVG	HI	LO	N	2.5	3	2	2	2.0	2	2	1
Staff	2.5																	
Managers	2.0																	
AVG	HI	LO	N															
2.5	3	2	2															
2.0	2	2	1															
47. Morale here is generally pretty high	<table><tr><td>Staff</td><td>3.5</td></tr><tr><td>Managers</td><td>3.0</td></tr></table>	Staff	3.5	Managers	3.0	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>3.5</td><td>4</td><td>3</td><td>2</td></tr><tr><td>3.0</td><td>3</td><td>3</td><td>1</td></tr></table>	AVG	HI	LO	N	3.5	4	3	2	3.0	3	3	1
Staff	3.5																	
Managers	3.0																	
AVG	HI	LO	N															
3.5	4	3	2															
3.0	3	3	1															
48. There is open communication and people speak up and share their true feelings and concerns	<table><tr><td>Staff</td><td>4.5</td></tr><tr><td>Managers</td><td>3.0</td></tr></table>	Staff	4.5	Managers	3.0	<table><tr><th>AVG</th><th>HI</th><th>LO</th><th>N</th></tr><tr><td>4.5</td><td>5</td><td>4</td><td>2</td></tr><tr><td>3.0</td><td>3</td><td>3</td><td>1</td></tr></table>	AVG	HI	LO	N	4.5	5	4	2	3.0	3	3	1
Staff	4.5																	
Managers	3.0																	
AVG	HI	LO	N															
4.5	5	4	2															
3.0	3	3	1															

# Individual Survey Items (continued)

## Decision making

49. In this department, good decisions get made most of the time

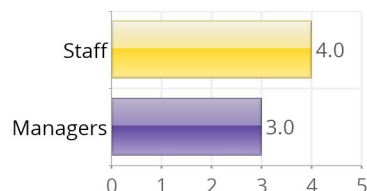


AVG HI LO N

4.0 5 3 2

4.0 4 4 1

50. The department is able to change its strategy and approach in order to adapt to change

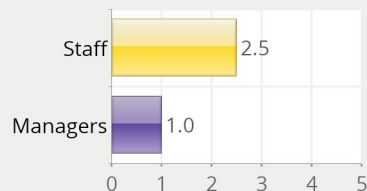


AVG HI LO N

4.0 5 3 2

3.0 3 3 1

51. My coworkers and I are not appropriately consulted about decisions that impact us (Reverse Scored Item)

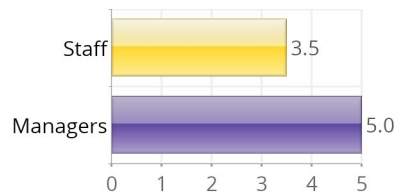


AVG HI LO N

2.5 4 1 2

1.0 1 1 1

52. Debate and dissent are welcomed and valued in this department

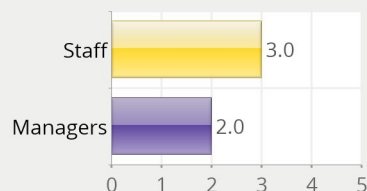


AVG HI LO N

3.5 5 2 2

5.0 5 5 1

53. The department generally learns from bad decisions and does not repeat them

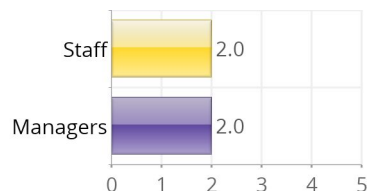


AVG HI LO N

3.0 4 2 2

2.0 2 2 1

54. This department is too focused on the short term and neglects long term challenges (Reverse Scored Item)

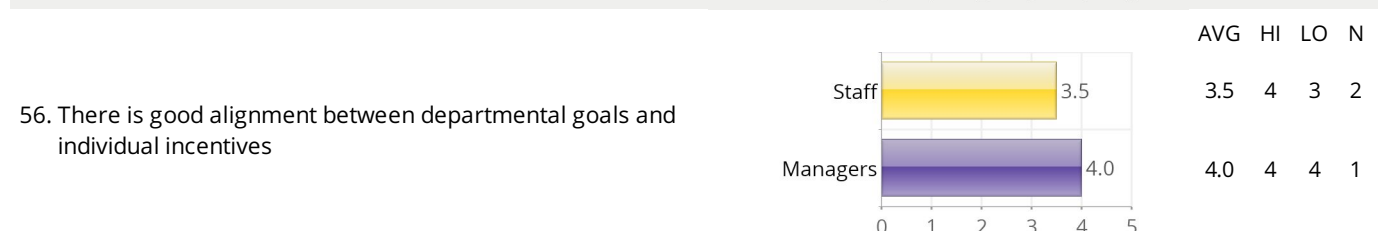
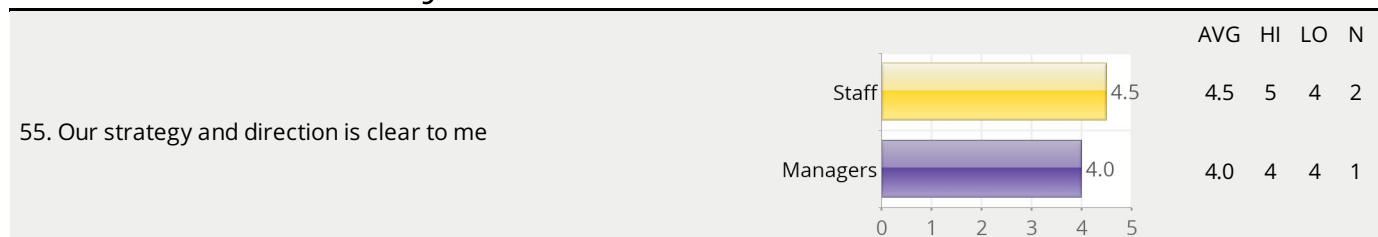


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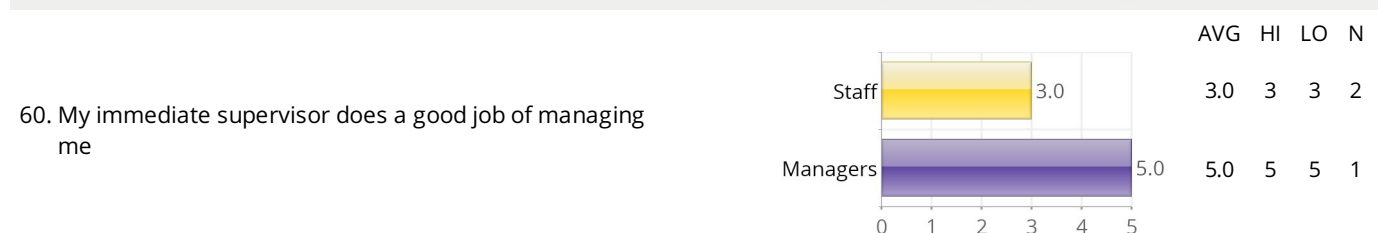
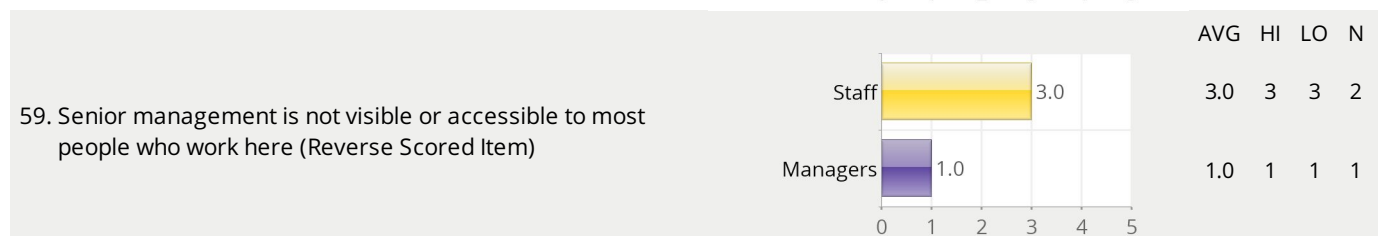
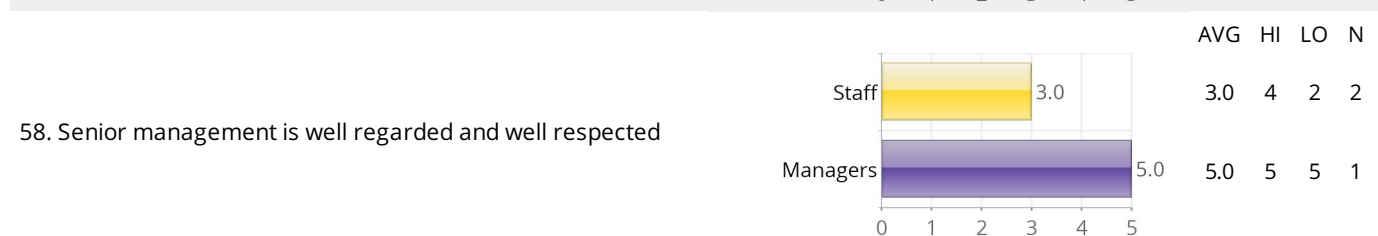
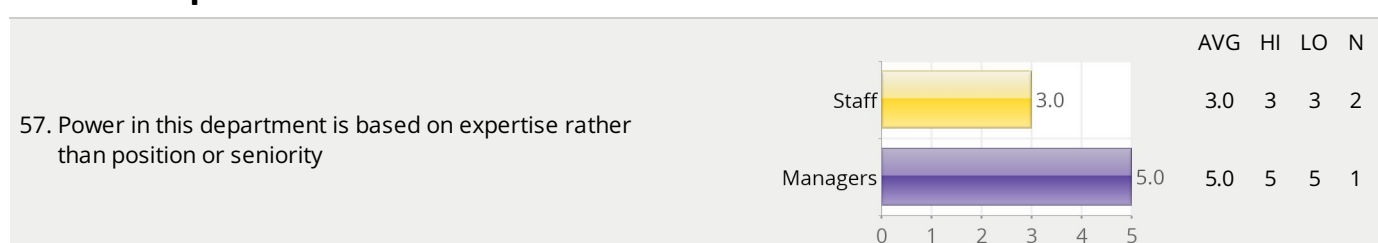
2.0 3 1 2

2.0 2 2 1

# Individual Survey Items (continued)

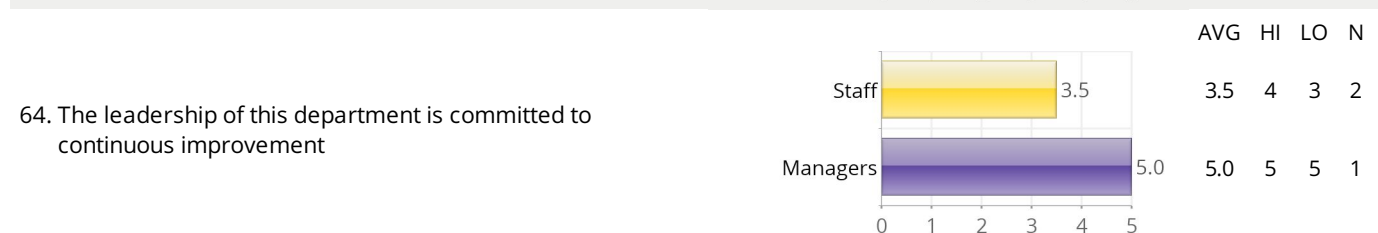
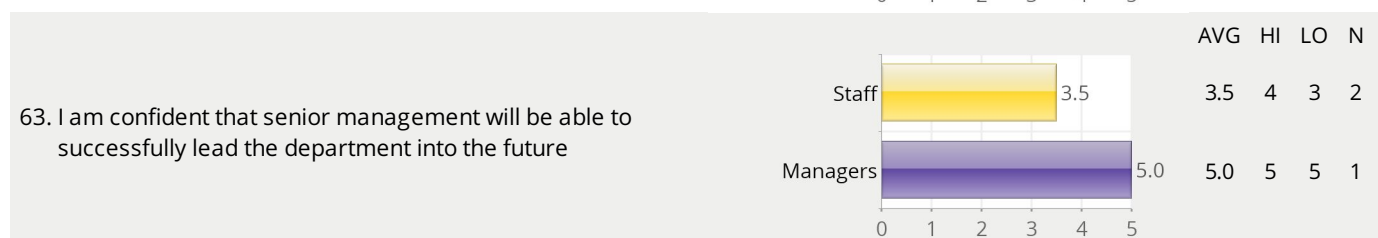
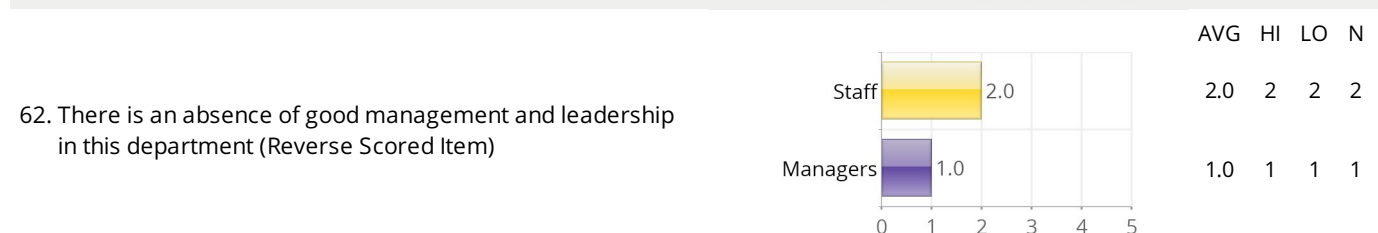
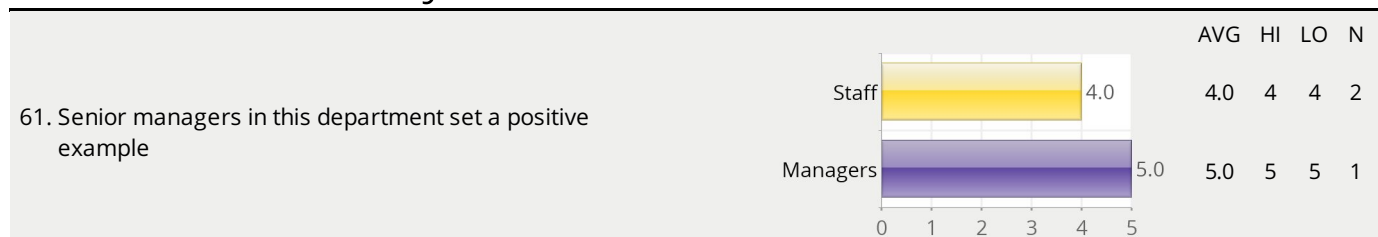


## Leadership

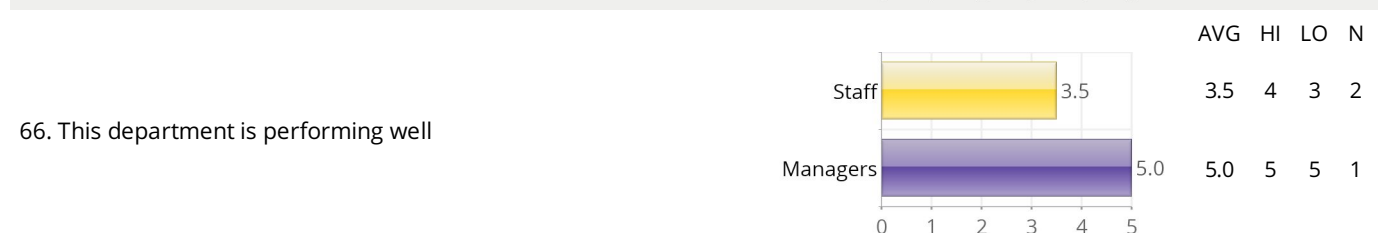
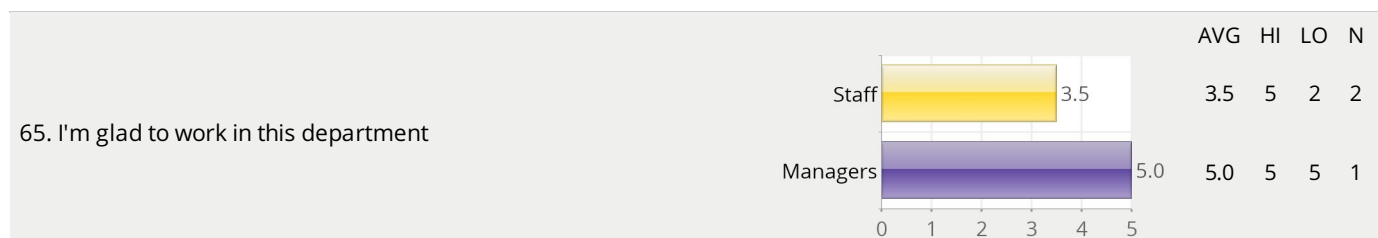




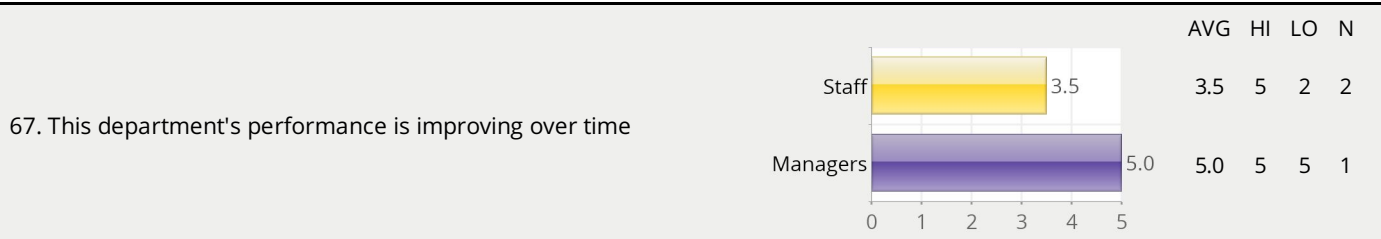
# Individual Survey Items (continued)



## Overall



# Individual Survey Items (continued)



# Highest Rated Items

This report shows average ratings for each of the 10 highest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

	All Raters	Staff	Managers
1. <b>Leadership</b> Senior managers in this department set a positive example	4.3	4.0	5.0
2. <b>Decision making</b> Our strategy and direction is clear to me	4.3	4.5	4.0
3. <b>People</b> Other organizations try to recruit people who have been trained here	4.3	4.0	5.0
4. <b>People</b> When people disagree with one another, they do so in a constructive and respectful manner	4.3	4.0	5.0
5. <b>People</b> I am positively challenged by, and learn from, the people I work with	4.3	4.0	5.0
6. <b>People</b> This department is able to recruit and retain talented people	4.3	4.0	5.0
7. <b>People</b> The members of this department are committed to its success	4.3	4.0	5.0
8. <b>Opportunities</b> I receive a good amount of feedback and coaching	4.0	3.5	5.0
9. <b>Fairness</b> The department recognizes and rewards people who expend extra efforts	4.0	3.5	5.0
10. <b>External relations</b> This department gives back to its community and society in general	4.0	3.5	5.0

# Lowest Rated Items

This report shows average ratings for each of the 10 lowest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

	All Raters	Staff	Managers
1. <b>Leadership</b> There is an absence of good management and leadership in this department (Reverse Scored Item)	1.7	2.0	1.0
2. <b>Decision making</b> My coworkers and I are not appropriately consulted about decisions that impact us (Reverse Scored Item)	2.0	2.5	1.0
3. <b>Decision making</b> This department is too focused on the short term and neglects long term challenges (Reverse Scored Item)	2.0	2.0	2.0
4. <b>Departmental culture</b> This department suffers from too much organizational politics (Reverse Scored Item)	2.3	2.5	2.0
5. <b>Departmental culture</b> There are often elephants in the room and tensions and conflicts that do not get surfaced or resolved (Reverse Scored Item)	2.3	2.5	2.0
6. <b>Leadership</b> Senior management is not visible or accessible to most people who work here (Reverse Scored Item)	2.3	3.0	1.0
7. <b>External relations</b> This department has too many critics who would like to see us fail (Reverse Scored Item)	2.7	2.5	3.0
8. <b>Opportunities</b> I do not see many opportunities for advancement here in the foreseeable future (Reverse Scored Item)	2.7	2.5	3.0
9. <b>Departmental culture</b> This department embraces diversity and fosters an inclusive environment	2.7	3.0	2.0
10. <b>Decision making</b> The department generally learns from bad decisions and does not repeat them	2.7	3.0	2.0

# Additional Comments

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All respondents are asked to provide open-ended commentary. The comments below are presented exactly as they were entered by respondents.

## **Fairness: Observations/Suggestions**

Managers

We're getting more fair over time. The new performance appraisal system is helping.

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## **Leadership: Observations/Suggestions**

Managers

The new department leaders have brought about great improvements in almost every area

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